Governor McDonnell's Commission on
GOVERNMENT REFORM & RESTRUCTURING

Presentation to the
Intergovernmental Relations Committee

Virginia Performs: A Regional Perspective

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Council on Virginia's Future

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I. Introduction to the Council and Virginia Performs

Council on Virginia's Future: Overview and Membership

Established in 2003 (Code of Virginia, *§ 2.2-2683 et seq.*) to serve as an advisory board to the Governor and the General Assembly, the Council is a forum where legislative, executive branch, and community leaders come together for work that transcends election cycles, partisanship, organizational boundaries, and short-term thinking.

The Council:

- Provides a long-term focus on high-priority issues.
- Creates an environment for improved policy and decision-making.
- Increases government accountability, operations, and performance.
- Informs citizens about performance and engages them in dialogue about Virginia's future.

2010 Council Membership

The Honorable Robert F. McDonnell, Chair
Governor, Commonwealth of Virginia

The Honorable William T. Bolling
Lieutenant Governor, Commonwealth of Virginia

Mr. John O. (Dubby) Wynne, Vice Chair
President & CEO (retired), Landmark

General Assembly Members

The Honorable Ward L. Armstrong
Minority Leader, Virginia House of Delegates

The Honorable Charles J. Colgan
President pro tempore & Chairman, Senate Finance Committee, Senate of Virginia

The Honorable H. Morgan Griffith
Majority Leader, Virginia House of Delegates

The Honorable William J. Howell
Speaker of the House, Virginia House of Delegates

The Honorable Yvonne B. Miller
Member, Senate Finance Committee, Senate of Virginia

The Honorable Thomas K. Norment, Jr.
Minority Leader, Senate of Virginia

The Honorable Lacey E. Putney
Chairman, House Appropriations Committee
Virginia House of Delegates

The Honorable Richard L. Saslaw
Majority Leader, Senate of Virginia

Citizen and Business Community Leaders

The Honorable William D. Euille
Mayor, City of Alexandria

Mr. W. Heywood Fralin
President & CEO,
Medical Facilities of America, Inc.

Mr. James F. McGuirk, II
President, AKLM Consulting, Inc.

Mr. Harris N. Miller
President & CEO, Career College Association

Dr. Edward G. Murphy
President & CEO, Carilion Clinic

The Honorable Michael J. Schewel
Partner, McGuireWoods LLP

Cabinet Members

The Honorable Richard D. Brown
Secretary of Finance

To Be Appointed

Virginia Performs Structure and Outcomes

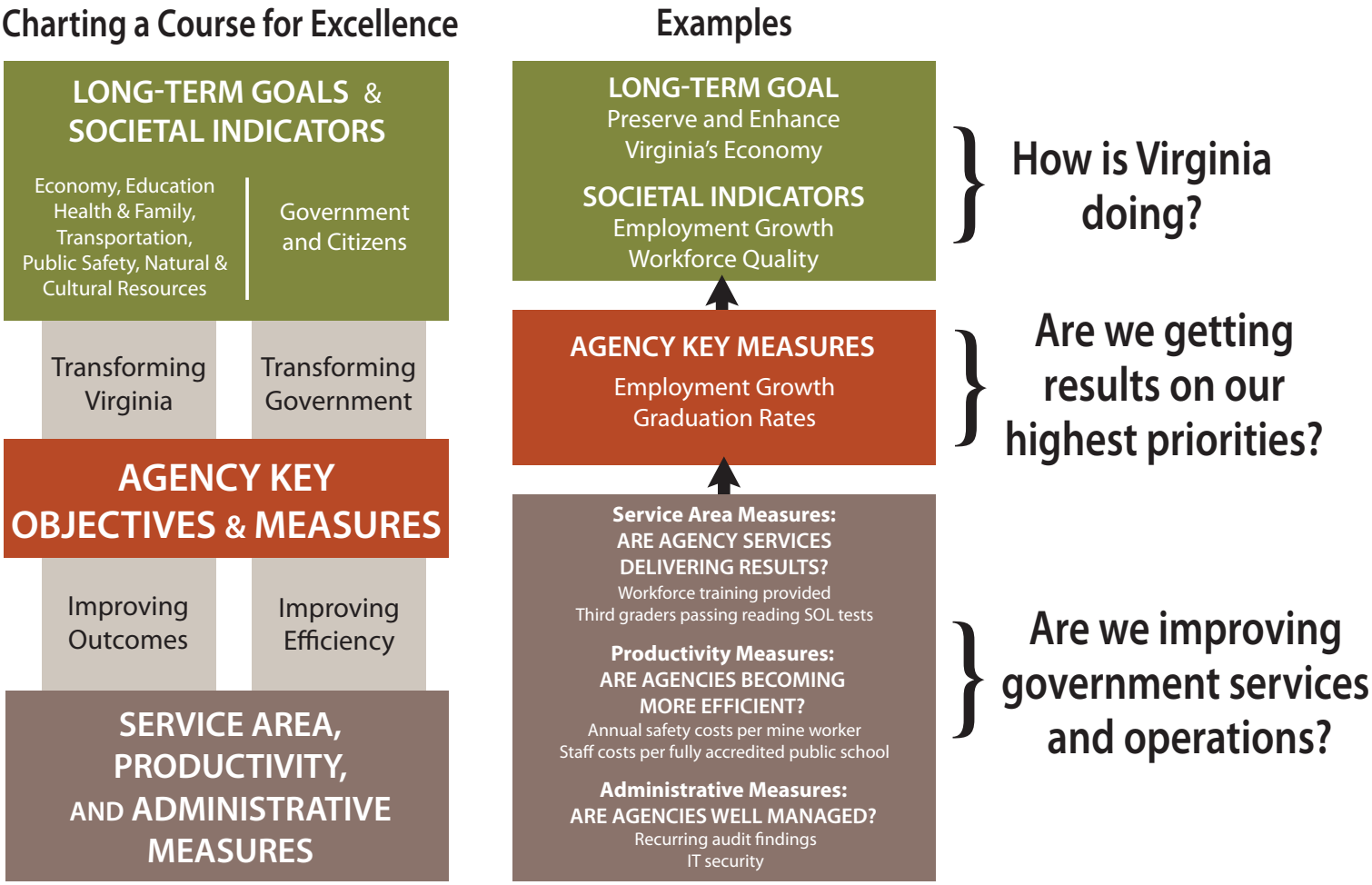
The Council's signature initiative is Virginia Performs, the Commonwealth's performance leadership and accountability system.

The figure below presents a high-level example of the "architecture" of this system. At the highest level, quality-of-life measures known as societal indicators provide a snapshot of how Virginia is doing with respect to several broad issues (e.g., employment growth).

Agency key objectives and measures help us understand whether we are achieving high-priority performance targets and improving the factors that influence the targets.

At the foundation or agency detail level, service area, productivity, and administrative measures are used to provide budget transparency and monitor whether state government programs and services are producing desired results.

Hampton Roads Performs, which was launched in February 2009, also uses a similar array of indicators to show how well the region is doing; most of these measures are aligned with Virginia Performs, while others are unique to the region, such as Ports and Modeling & Simulation.



Virginia Performs provides a high-level Scorecard that tracks the Commonwealth's progress toward long-term goals.

Virginia Performs SCORECARD AT A GLANCE

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

Business Climate	↑
Business Startups	→
Employment Growth	→
Personal Income	↓
Poverty	↓
Unemployment	↓
Workforce Quality	↑

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness	↑
3rd Grade Reading	↑
4th Grade Reading/Math	↑
High School Graduation	↑
High School Dropout	↑
College Graduation	↑
Educational Attainment	↑
Lifelong Learning	→

Each topic covers:

Why Is This Important?

How Is Virginia Doing?
- **Over Time**
- **By Region**
- **Compared to Other States**

What Influences the Indicator?

What Is the State's Role?

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	↑
Emergency Preparedness	↑
Juvenile Intakes	↑
Recidivism	↑
Traffic Fatalities	↑

Natural Resources

Goal: Protect, conserve and wisely develop our natural, cultural and historic resources.

Air Quality	↑
Energy	→
Historic Resources	→
Land Preservation	↑
Solid Waste and Recycling	→
Water Quality	↑

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

Adoption	↑
Cancer	↑
Cardiovascular Disease	↑
Child Abuse and Neglect	↑
Foster Care	↑
Health Insurance	↓
Immunization	↑
Infant Mortality	↑
Life Expectancy	↑
Obesity	↓
Smoking	↑
Suicide	↓
Teen Pregnancy	↑

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Infrastructure Condition	↓
Land Use	↑
Traffic Congestion	↓

Government & Citizens

Goal: Be recognized as the best-managed state in the nation.

Bond Rating	↑
Civic Engagement	→
Consumer Protection	↓
Government Operations	↑
Internet Access	↑
Taxation	→
Voter Registration & Turnout	→

Performance Trend Improving ↑ Maintaining → Worsening ↓

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Are We Making Progress?

Organized differently, the Scorecard can quickly show us in what areas Virginia is improving, maintaining steady performance, or worsening.

	Improving		Maintaining	Losing Ground
ECONOMY	• Business Climate • Workforce Quality		• Business Startups • Employment Growth	• Personal Income • Poverty • Unemployment
EDUCATION	• School Readiness • Third Grade Reading • 4th Grade Reading & Math	• High School Graduation • High School Dropout • College Graduation • Educational Attainment	• Lifelong Learning	
HEALTH & FAMILY	• Adoption • Cancer • Cardiovascular Disease • Child Abuse & Neglect • Foster Care	• Immunization • Infant Mortality • Life Expectancy • Smoking • Teen Pregnancy		• Health Insurance • Obesity • Suicide
PUBLIC SAFETY	• Adult & Juvenile Recidivism • Crime • Emergency Preparedness	• Juvenile Intakes • Traffic Fatalities		
NATURAL RESOURCES	• Air Quality • Land Preservation	• Water Quality	• Energy • Historic Resources • Solid Waste & Recycling	
TRANSPORTATION	• Land Use			• Infrastructure Condition • Traffic Congestion
GOVERNMENT & CITIZENS	• Bond Rating • Internet Access • Government Operations		• Civic Engagement • Taxation • Voter Registration & Turnout	• Consumer Protection

How Does Virginia Compare to Other States?

INDICATOR RANK	1-10	11-20	21-30	31-40	41-50
ECONOMY					
Business Climate	●				
Business Startups		●			
Employment Growth			●		
Personal Income	●				
Poverty		●			
Unemployment	●				
Workforce Quality	●				
HEALTH & FAMILY					
Cancer Deaths			●		
Cardiovascular Disease			●		
Health Insurance			●		
Immunization (Childhood)				●	
Infant Mortality				●	
Obesity		●			
Smoking				●	
Suicide		●			
Teen Pregnancy		●			
NATURAL RESOURCES					
Historic Districts	●				
Energy			●		

INDICATOR RANK	1-10	11-20	21-30	31-40	41-50
EDUCATION					
College Graduation (4-Year)	●				
College Graduation (2-Year)			●		
Fourth Grade Reading	●				
Fourth Grade Math		●			
High School Dropout		●			
PUBLIC SAFETY					
Emergency Preparedness	●				
Property Crime		●			
Violent Crime	●				
Traffic Fatalities		●			
TRANSPORTATION					
Infrastructure Condition (Deficient Bridges)			●		
Traffic Congestion (Commute Time)					●
GOVERNMENT & CITIZENS					
Bond Rating	●				
Consumer Protection (Fraud)					●
Internet Access (Digital Government)	●				
Taxation (State and Local)				●	
Voter Turnout		●			
Charitable Giving				●	

How Are Our Regions Doing? A Sampling of Indicators

Long-term Trends Key: ● Improving ● Maintaining ● Worsening

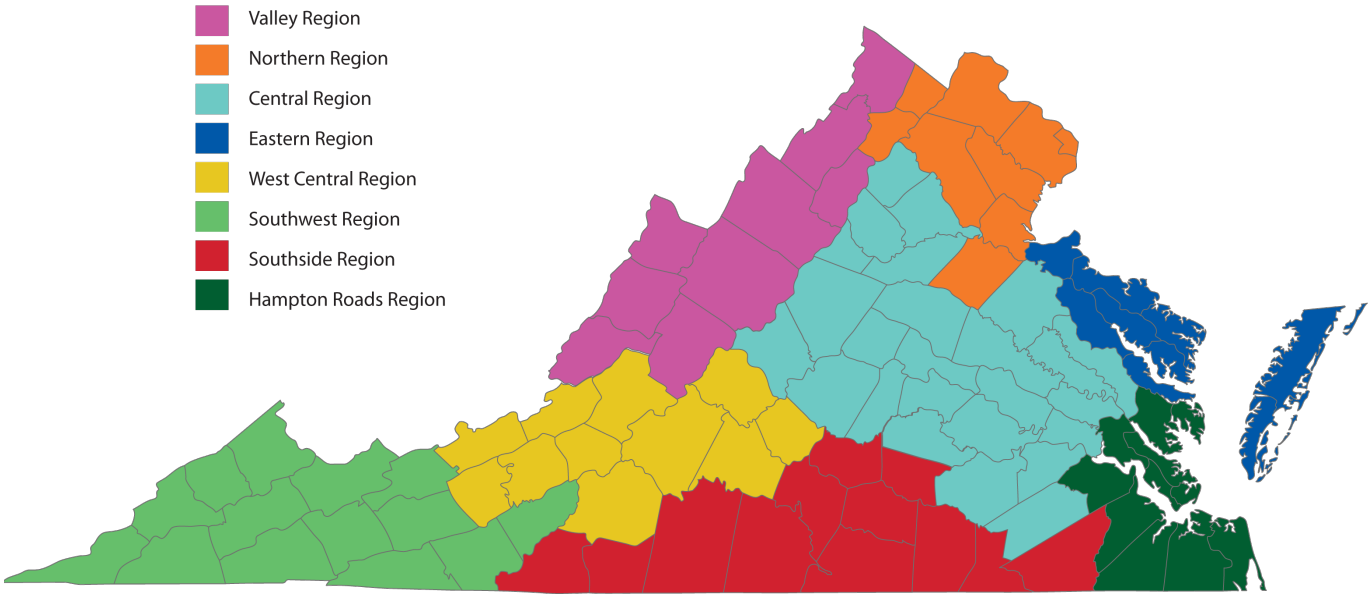
ECONOMY	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
Business Startups	●	●	●	●	●	●	●	●
Employment Growth	●	●	●	●	●	●	●	●
Poverty	●	●	●	●	●	●	●	●
Unemployment	●	●	●	●	●	●	●	●
EDUCATION	**Central**	**Eastern**	**Hampton Roads**	**Northern**	**Southside**	**Southwest**	**Valley**	**West Central**
School Readiness	●	●	●	●	●	●	●	●
High School Graduation	●	●	●	●	●	●	●	●
High School Dropout	●	●	●	●	●	●	●	●
HEALTH & FAMILY	**Central**	**Eastern**	**Hampton Roads**	**Northern**	**Southside**	**Southwest**	**Valley**	**West Central**
Cancer	●	●	●	●	●	●	●	●
Cardiovascular Deaths	●	●	●	●	●	●	●	●
Foster Care	●	●	●	●	●	●	●	●
Infant Mortality	●	●	●	●	●	●	●	●
Obesity	●	●	●	●	●	●	●	●
PUBLIC SAFETY	**Central**	**Eastern**	**Hampton Roads**	**Northern**	**Southside**	**Southwest**	**Valley**	**West Central**
Property Crime	●	●	●	●	●	●	●	●
Violent Crime	●	●	●	●	●	●	●	●
Juvenile Intakes	●	●	●	●	●	●	●	●
Traffic Fatalities	●	●	●	●	●	●	●	●

NOTE: Trends for recent progress are estimates developed via a mathematical model using data from the last several years. In a few cases, the trend is modified to reflect more recent data if the shorter-term performance trend appears clearly to have changed from the longer-term trend.

Regional Outcomes

For purposes of analysis, the Council's Virginia Performs system divides the state into eight regions.

Virginia Performs Regions

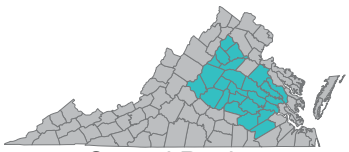
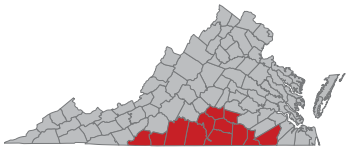
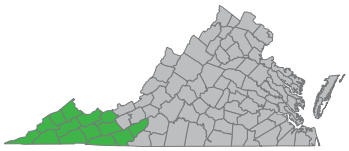
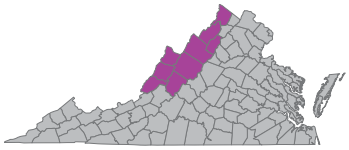
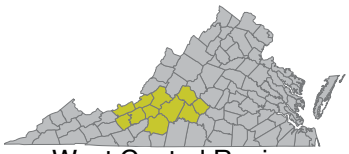


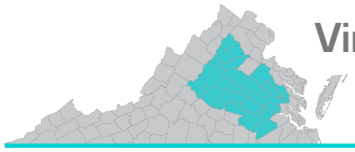
Valley	Northern	Central
Alleghany, Augusta, Bath, Buena Vista, Covington, Frederick, Harrisonburg, Highland, Lexington, Page, Rockbridge, Rockingham, Shenandoah, Staunton, Waynesboro, Winchester	Alexandria, Arlington, Clarke, Fairfax (city and county), Falls Church, Fauquier, Fredericksburg, Loudoun, Manassas, Manassas Park, Prince William, Spotsylvania, Stafford, Warren	Albemarle, Amelia, Buckingham, Caroline, Charles City, Charlottesville, Chesterfield, Colonial Heights, Culpeper, Cumberland, Dinwiddie, Fluvanna, Goochland, Greene, Hanover, Henrico, Hopewell, King & Queen, King William, Louisa, Madison, Nelson, New Kent, Orange, Petersburg, Powhatan, Prince George, Rappahannock, Richmond (city), Sussex

Eastern	West Central	Southwest
Accomack, Essex, King George, Lancaster, Middlesex, Northampton, Northumberland, Richmond (county), Westmoreland	Amherst, Appomattox, Bedford (city and county), Botetourt, Campbell, Craig, Franklin, Giles, Montgomery, Pulaski, Roanoke (city and county), Salem	Bland, Bristol, Buchanan, Carroll, Dickenson, Floyd, Galax, Grayson, Lee, Norton, Russell, Scott, Smyth, Tazewell, Washington, Wise, Wythe

Southside	Hampton Roads
Brunswick, Charlotte, Danville, Emporia, Greensville, Halifax, Henry, Lunenburg, Martinsville, Mecklenburg, Nottoway, Patrick, Pittsylvania, Prince Edward, Southampton	Chesapeake, Franklin, Gloucester, Hampton, Isle of Wight, James City, Mathews, Newport News, Poquoson, Portsmouth, Suffolk, Surry, Virginia Beach, Williamsburg, York

NOTES: All population figures are in the thousands (000's); average growth percentages listed are since 2000.

Region	Key Characteristics	
 Central Region	**Population:** 2009: 1,547.2 State Share: 19.6% Avg. Growth: 1.39%	• Good transportation infrastructure • Relatively diversified economy, with a solid employment base in state government, healthcare, and education
Eastern Region	**Population:** 2009: 150.8 State Share: 1.9% Avg. Growth: 1.03%	• Rural economy with lower educational attainment and higher poverty rates • Aging population • Maritime and scenic environment for tourism, second homes, and retirement
Hampton Roads Region	**Population:** 2009: 1,652.4 State Share: 21.0% Avg. Growth: 0.59%	• Maritime and the military play leading roles in the regional economy • Growing technology assets and industry • Total population grew, but fewer people moved into the region than moved out • Traffic congestion an ongoing problem
Northern Region	**Population:** 2009: 2,551.2 State Share: 32.4% Avg. Growth: 2.10%	• Economic "engine" for Virginia • Heavy technology and government presence • Traffic congestion an ongoing problem • Loudoun's population grew by 129,000 since 2000; Prince William's population grew by 106,000
 Southside Region	**Population:** 2009: 383.2 State Share: 4.9% Avg. Growth: -0.10%	• Significant economic dislocation due to an historic reliance on manufacturing and agriculture • The Tobacco Indemnification Commission is an important asset for community development • Only region to lose population • Lagging performance on a range of economy, education, and health indicators
 Southwest Region	**Population:** 2009: 418.9 State Share: 5.3% Avg. Growth: 0.15%	• Historic reliance on manufacturing and mining • VA Coalfield Economic Development Authority and the Appalachian Regional Commission are assets for community development • Access to healthcare an issue for many • Lagging performance on a range of economy, education, and health indicators
 Valley Region	**Population:** 2009: 477.2 State Share: 6.0% Avg. Growth: 1.22%	• Historic reliance on agriculture and poultry mitigated by growth in manufacturing • Growing technology, healthcare, and education sectors • Scenic I-81 corridor • Leads the state in land preservation
 West Central Region	**Population:** 2009: 706.8 State Share: 9.0% Avg. Growth: 0.63%	• Higher education a strength along the Blacksburg-Roanoke-Lynchburg corridor • Healthcare a growing sector • Scenic beauty a regional asset



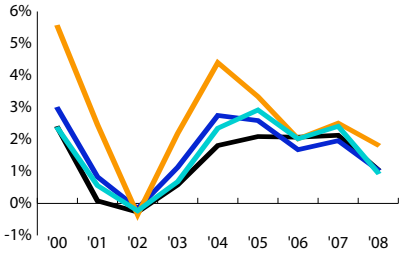
VirginiaPerforms *Trends for Selected Indicators:*

Central Region

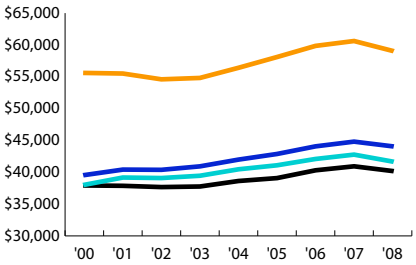
■ Central ■ Northern (Leading Region) ■ Virginia ■ National
■ Eastern (Leading Region for Property Crime)

Economy

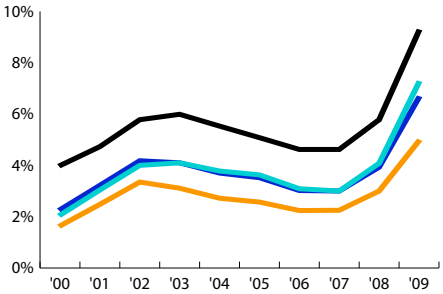
Annual Percent Change in Employment



Per Capita Personal Income (2008 Dollars)

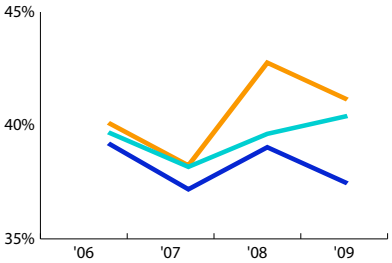


Unemployment Rate (Percent of Labor Force)

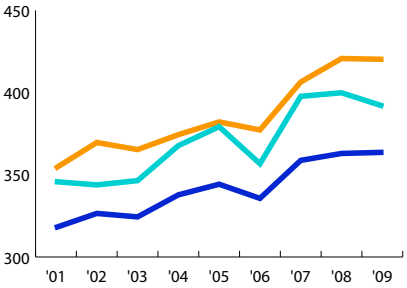


Education

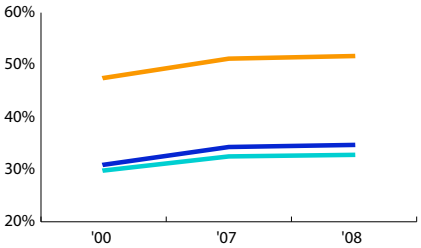
Third Grade Reading SOL Advanced Pass Rate



New Student Enrollments in 4-Year College (per 100,000 Residents)

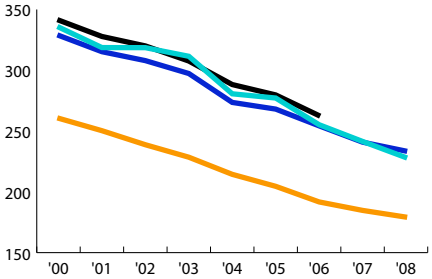


Residents with Advanced Degrees (Bachelor's and Beyond)



Health and Family

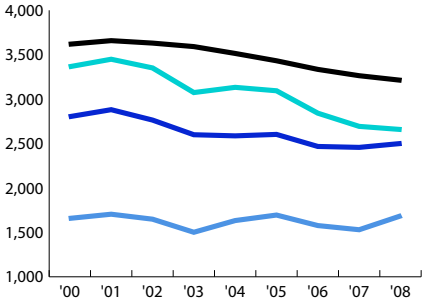
Age-Adjusted Cardiovascular Death Rate (per 100,000 Population)



NOTE: National data only available through 2006.

Public Safety

Property Crime (per 100,000 Population)



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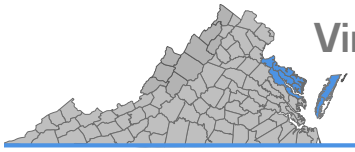


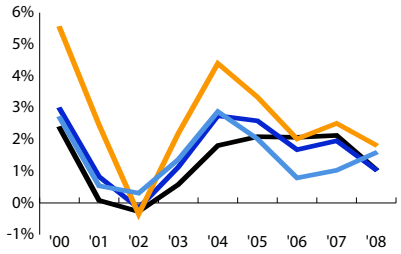
VirginiaPerforms *Trends for Selected Indicators:*

Eastern Region

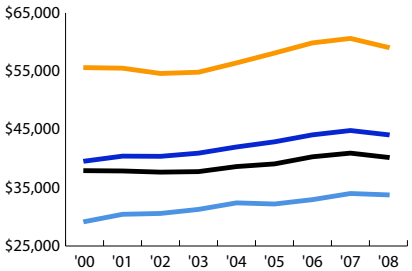
■ Eastern (Leading Region for Property Crime) ■ Northern (Leading Region) ■ Virginia ■ National

Economy

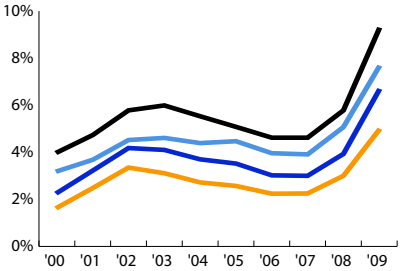
Annual Percent Change in Employment



Per Capita Personal Income (2008 Dollars)

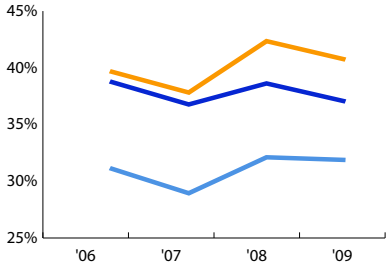


Unemployment Rate (Percent of Labor Force)



Education

Third Grade Reading SOL Advanced Pass Rate



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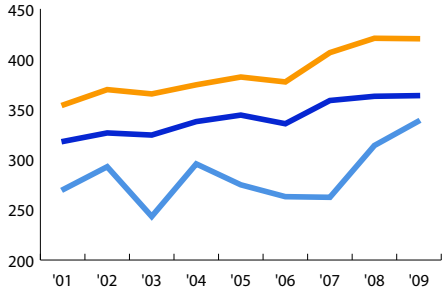
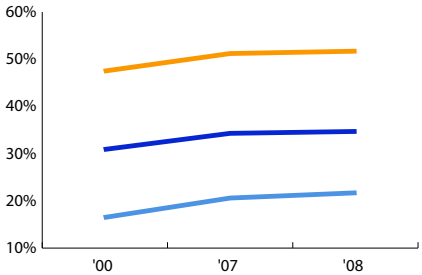
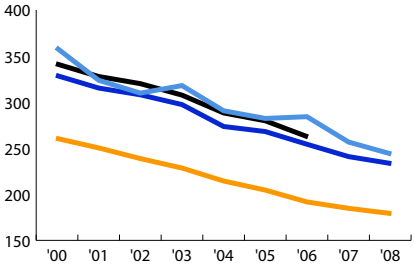


Residents with Advanced Degrees (Bachelor's and Beyond)



Health and Family

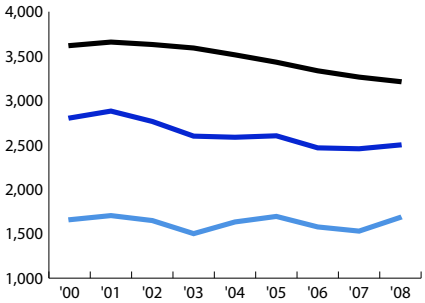
Age-Adjusted Cardiovascular Death Rate (per 100,000 Population)



NOTE: National data only available through 2006.

Public Safety

Property Crime (per 100,000 Population)



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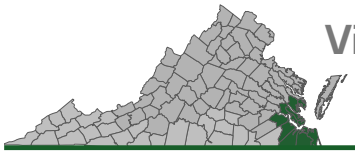


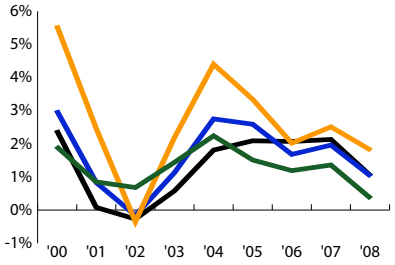
VirginiaPerforms *Trends for Selected Indicators:*

Hampton Roads Region

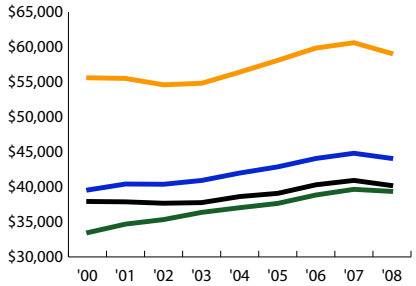
■ Hampton Roads ■ Northern (Leading Region) ■ Virginia ■ National
■ Eastern (Leading Region for Property Crime)

Economy

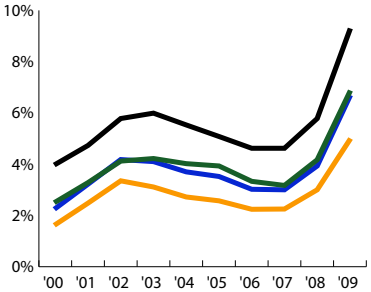
Annual Percent Change in Employment



Per Capita Personal Income (2008 Dollars)

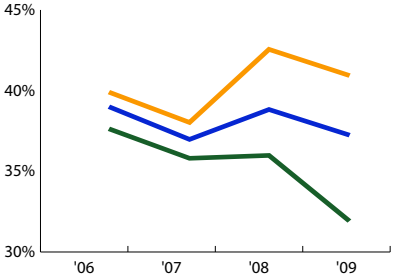


Unemployment Rate (Percent of Labor Force)

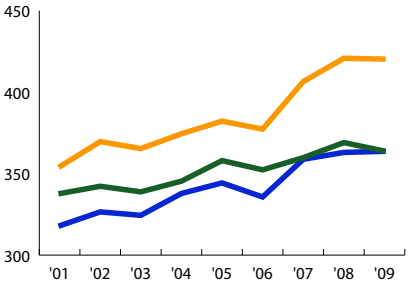


Education

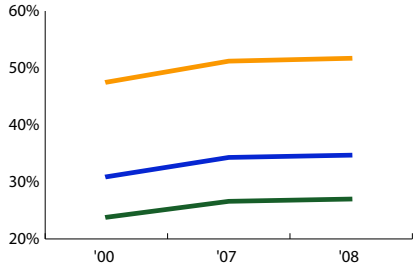
Third Grade Reading SOL Advanced Pass Rate



New Student Enrollments in 4-Year College (per 100,000 Residents)

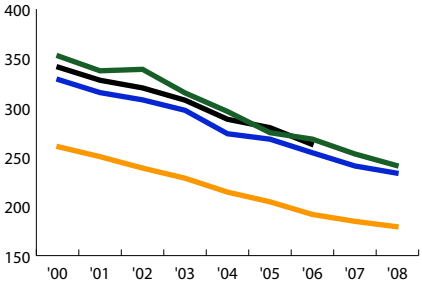


Residents with Advanced Degrees (Bachelor's and Beyond)



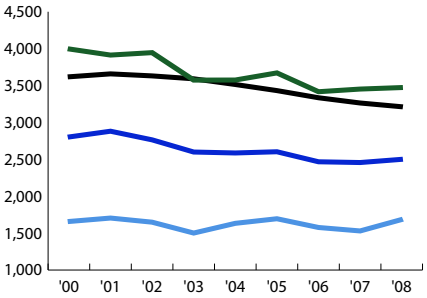
Health and Family

Age-Adjusted Cardiovascular Death Rate (per 100,000 Population)



Public Safety

Property Crime (per 100,000 Population)



NOTE: National data only available through 2006.

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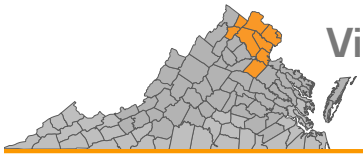


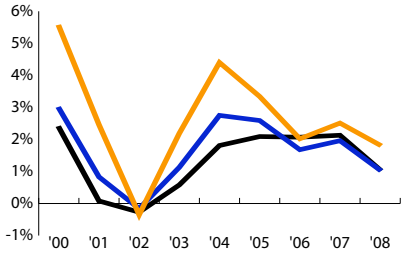
VirginiaPerforms *Trends for Selected Indicators:*

Northern Region

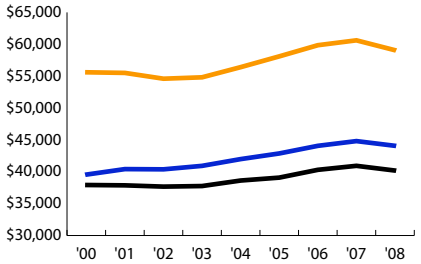
Northern (Leading Region) | Eastern (Leading Region for Property Crime) | Virginia | National

Economy

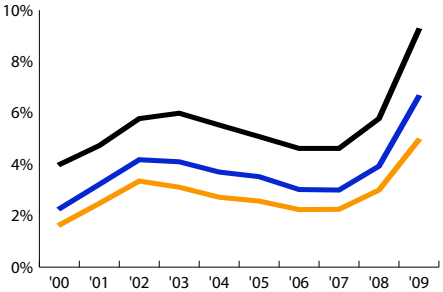
Annual Percent Change in Employment



Per Capita Personal Income (2008 Dollars)

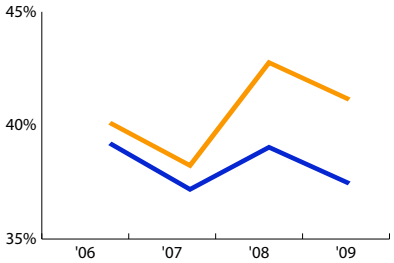


Unemployment Rate (Percent of Labor Force)

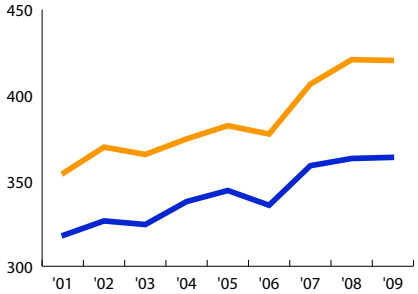


Education

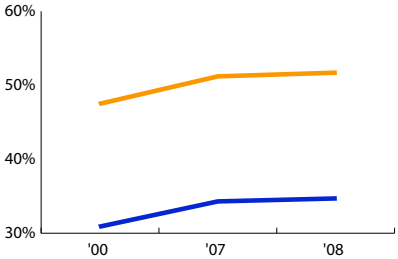
Third Grade Reading SOL Advanced Pass Rate



New Student Enrollments in 4-Year College (per 100,000 Residents)

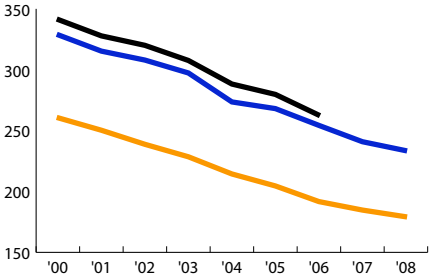


Residents with Advanced Degrees (Bachelor's and Beyond)



Health and Family

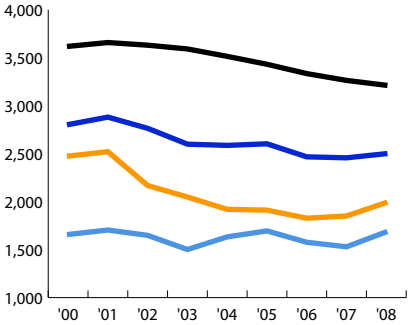
Age-Adjusted Cardiovascular Death Rate (per 100,000 Population)



NOTE: National data only available through 2006.

Public Safety

Property Crime (per 100,000 Population)



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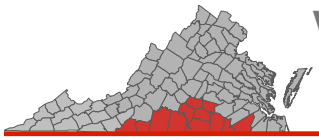


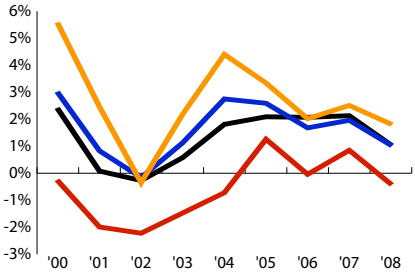
VirginiaPerforms *Trends for Selected Indicators:*

Southside Region

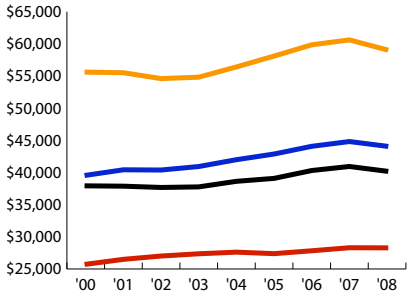
■ Southside ■ Northern (Leading Region) ■ Virginia ■ National
■ Eastern (Leading Region for Property Crime)

Economy

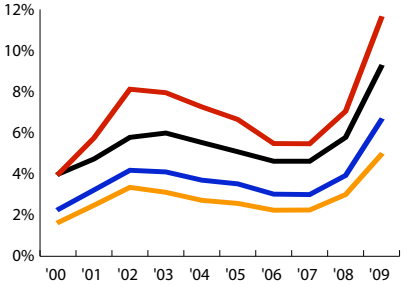
Annual Percent Change in Employment



Per Capita Personal Income (2008 Dollars)

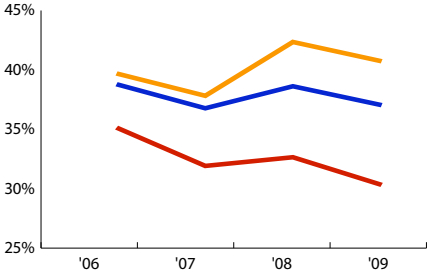


Unemployment Rate (Percent of Labor Force)

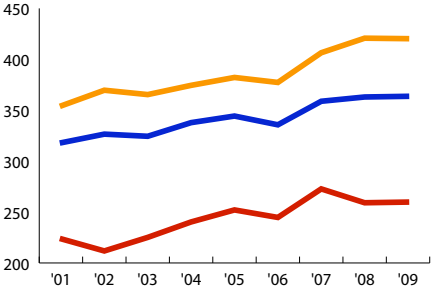


Education

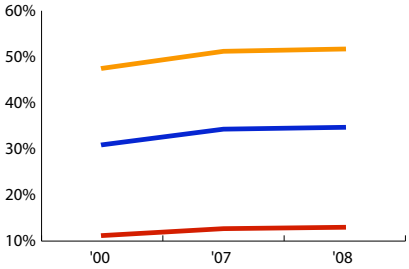
Third Grade Reading SOL Advanced Pass Rate



New Student Enrollments in 4-Year College (per 100,000 Residents)

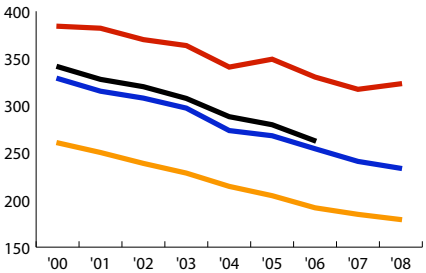


Residents with Advanced Degrees (Bachelor's and Beyond)



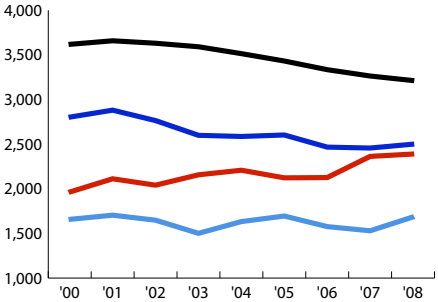
Health and Family

Age-Adjusted Cardiovascular Death Rate (per 100,000 Population)



Public Safety

Property Crime (per 100,000 Population)



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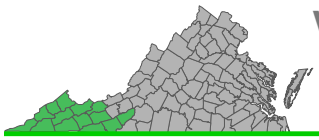


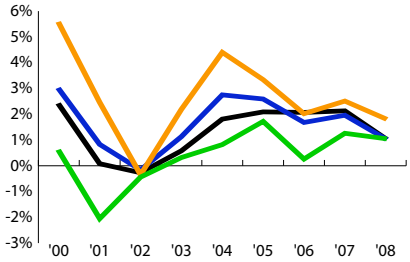
VirginiaPerforms *Trends for Selected Indicators:*

Southwest Region

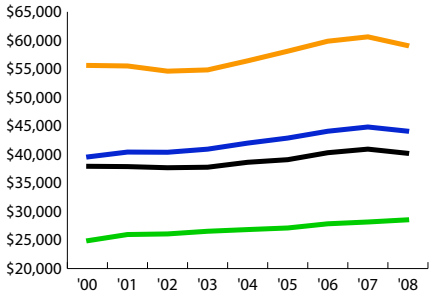
Southwest | Northern (Leading Region) | Virginia | National
Eastern (Leading Region for Property Crime)

Economy

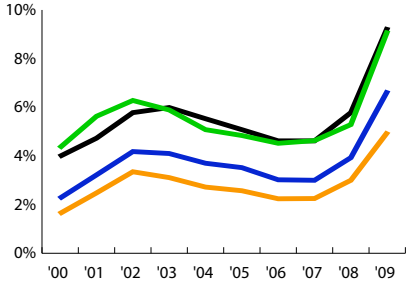
Annual Percent Change in Employment



Per Capita Personal Income (2008 Dollars)

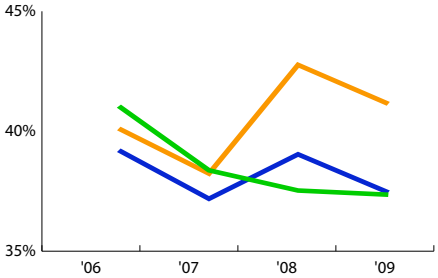


Unemployment Rate (Percent of Labor Force)

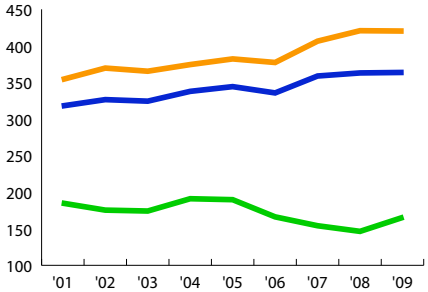


Education

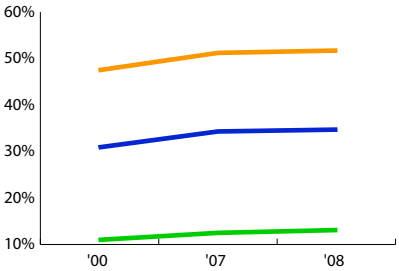
Third Grade Reading SOL Advanced Pass Rate



New Student Enrollments in 4-Year College (per 100,000 Residents)

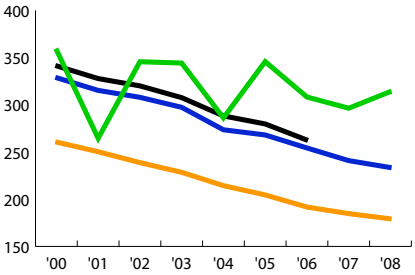


Residents with Advanced Degrees (Bachelor's and Beyond)



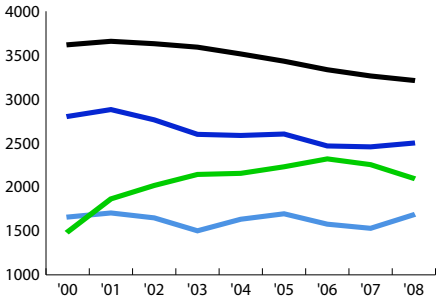
Health and Family

Age-Adjusted Cardiovascular Death Rate (per 100,000 Population)



Public Safety

Property Crime (per 100,000 Population)



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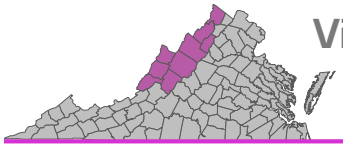


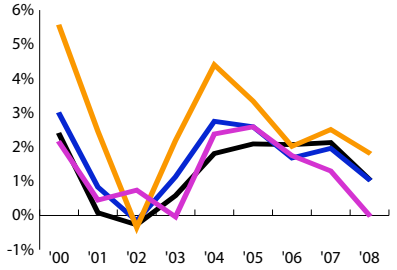
VirginiaPerforms *Trends for Selected Indicators:*

Valley Region

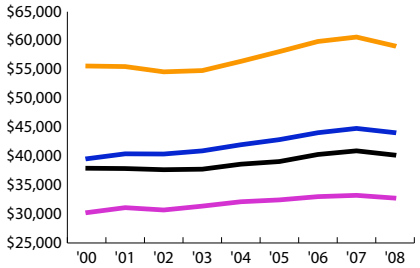
Valley | Northern (Leading Region) | Virginia | National
Eastern (Leading Region for Property Crime)

Economy

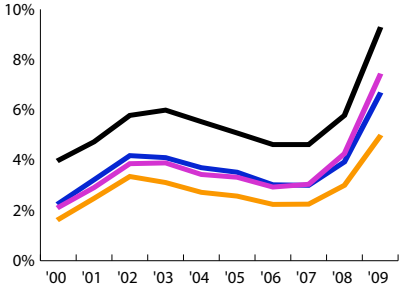
Annual Percent Change in Employment



Per Capita Personal Income (2008 Dollars)

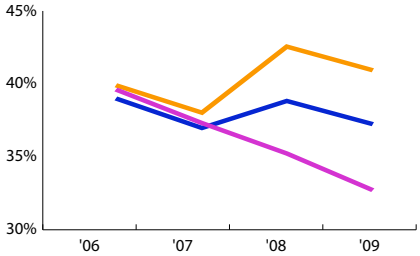


Unemployment Rate (Percent of Labor Force)

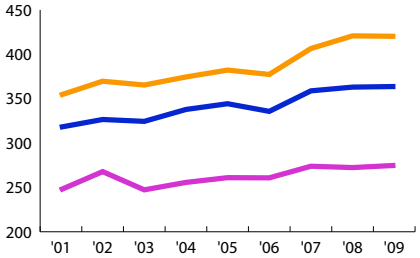


Education

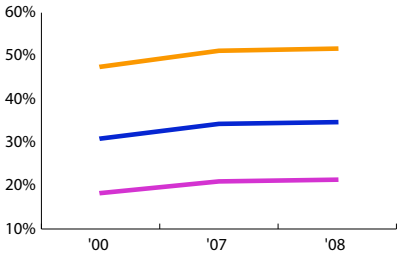
Third Grade Reading SOL Advanced Pass Rate



New Student Enrollments in 4-Year College (per 100,000 Residents)

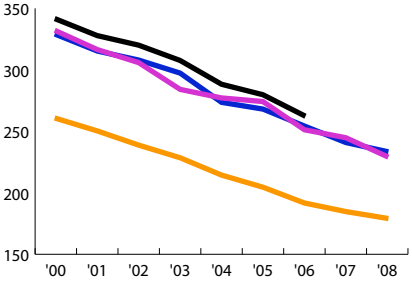


Residents with Advanced Degrees (Bachelor's and Beyond)



Health and Family

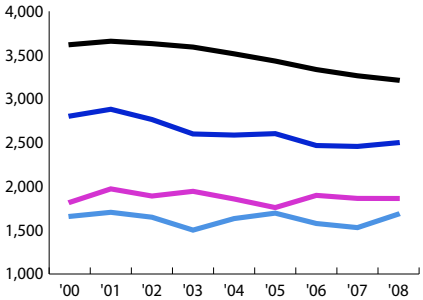
Age-Adjusted Cardiovascular Death Rate (per 100,000 Population)



NOTE: National data only available through 2006.

Public Safety

Property Crime (per 100,000 Population)



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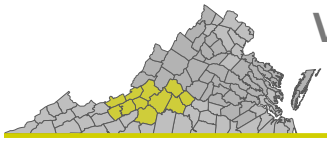


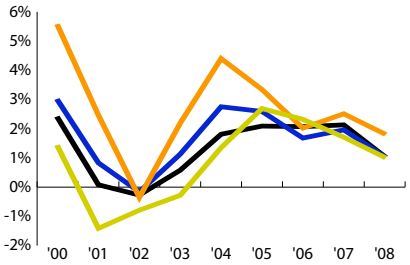
VirginiaPerforms *Trends for Selected Indicators:*

West Central Region

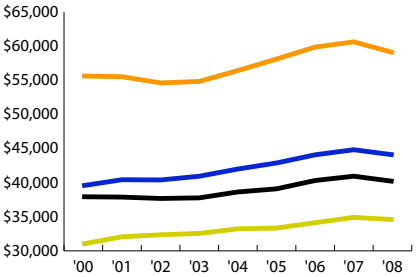
West Central | Northern (Leading Region) | Virginia | National
Eastern (Leading Region for Property Crime)

Economy

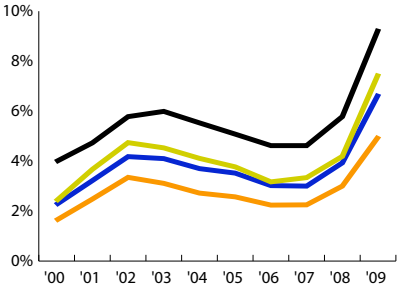
Annual Percent Change in Employment



Per Capita Personal Income (2008 Dollars)

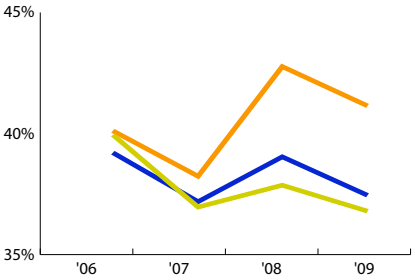


Unemployment Rate (Percent of Labor Force)

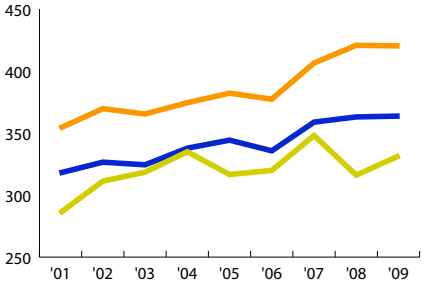


Education

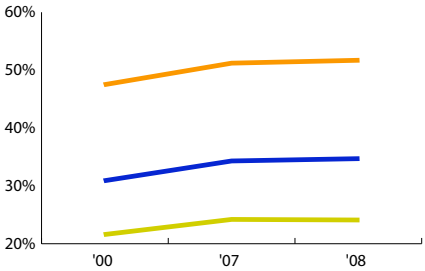
Third Grade Reading SOL Advanced Pass Rate



New Student Enrollments in 4-Year College (per 100,000 Residents)

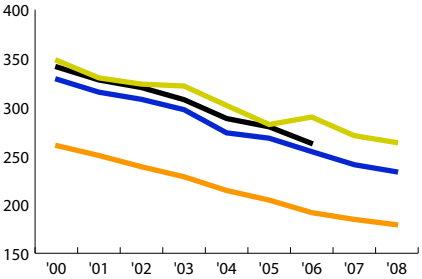


Residents with Advanced Degrees (Bachelor's and Beyond)



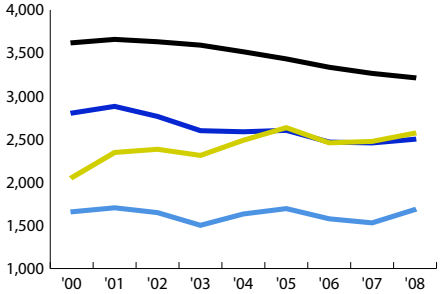
Health and Family

Age-Adjusted Cardiovascular Death Rate (per 100,000 Population)



Public Safety

Property Crime (per 100,000 Population)



NOTE: National data only available through 2006.

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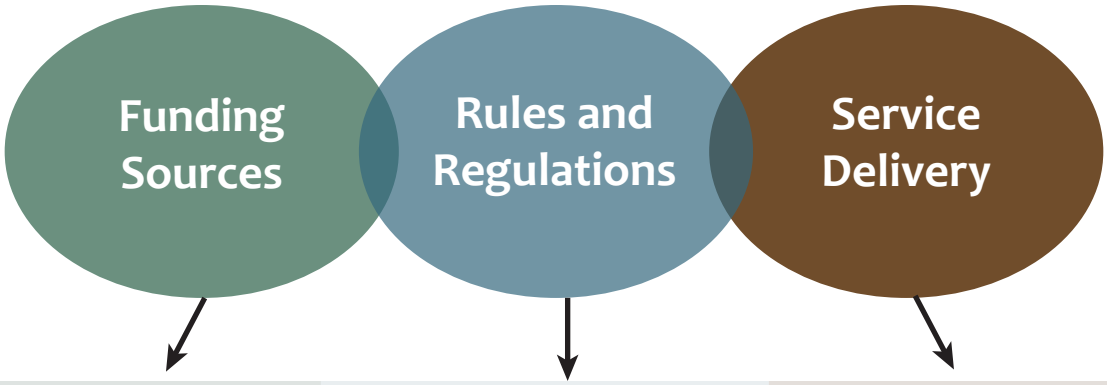
II. Multiple Regional Systems

Barriers to Comprehensive Reform

- Government services have evolved over decades, with multiple funding streams, overlapping jurisdictional responsibilities, and fragmented accountability systems making comprehensive assessment and reform difficult.



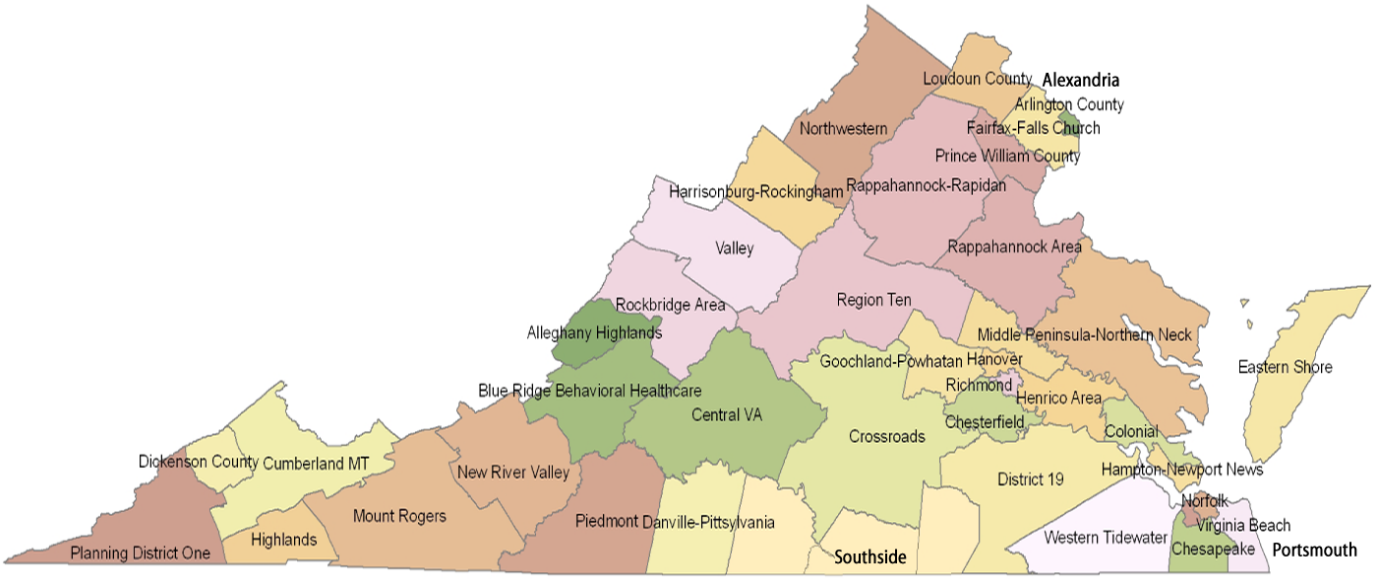
Funding flows from various sources	A variety of rules and regulations govern service delivery	Multiple jurisdictions and agencies are responsible for service delivery
• State general fund • State nongeneral fund (e.g., tuition, fees, sales revenue) • Federal government • Industry and federal grants	• State laws, regulations • Federal laws • Grant provisions • Local regulations	• State agency • Locality • Not-for-profit on behalf of the state • Industry and federal grants

- Accountability systems sometimes operate at different levels than the rules, regulations, and funding flows.
- Linkages between performance and funding are sometimes limited, and outcomes are often not specifically incorporated into funding formulas.
- Assessing societal outcomes and the effectiveness of government investments can be difficult.
- Multiple regional divisionary systems complicate reform.

Examples of Other Regional Divisionary Systems

- In developing Virginia Performs, the Council on Virginia's Future needed to adopt a divisionary system for regional analysis. This process, which culminated in the adoption of an eight-region system, included a review of existing regional divisionary systems in use in the Commonwealth. That study, *Issue Insight #1: Regional Analysis and Refinement* (available on the Council's website), found multiple, inconsistent models for the dividing the state into regions.
- Examples of other regional divisionary systems, which are profiled in the following pages, include:
  - Community Services Boards
  - Workforce Investment Boards
  - Local Health Districts
  - VDOT Transportation Districts
  - Planning District Commissions
  - Area Agencies on Aging

Community Services Boards (CSBs)



Characteristics

Community Services Boards (CSBs) provide a single point of entry for the Virginia public mental health system. Every locality must be part of a CSB.

Created in 1968, there are a total of 40 CSBs; twelve serve a single locality.

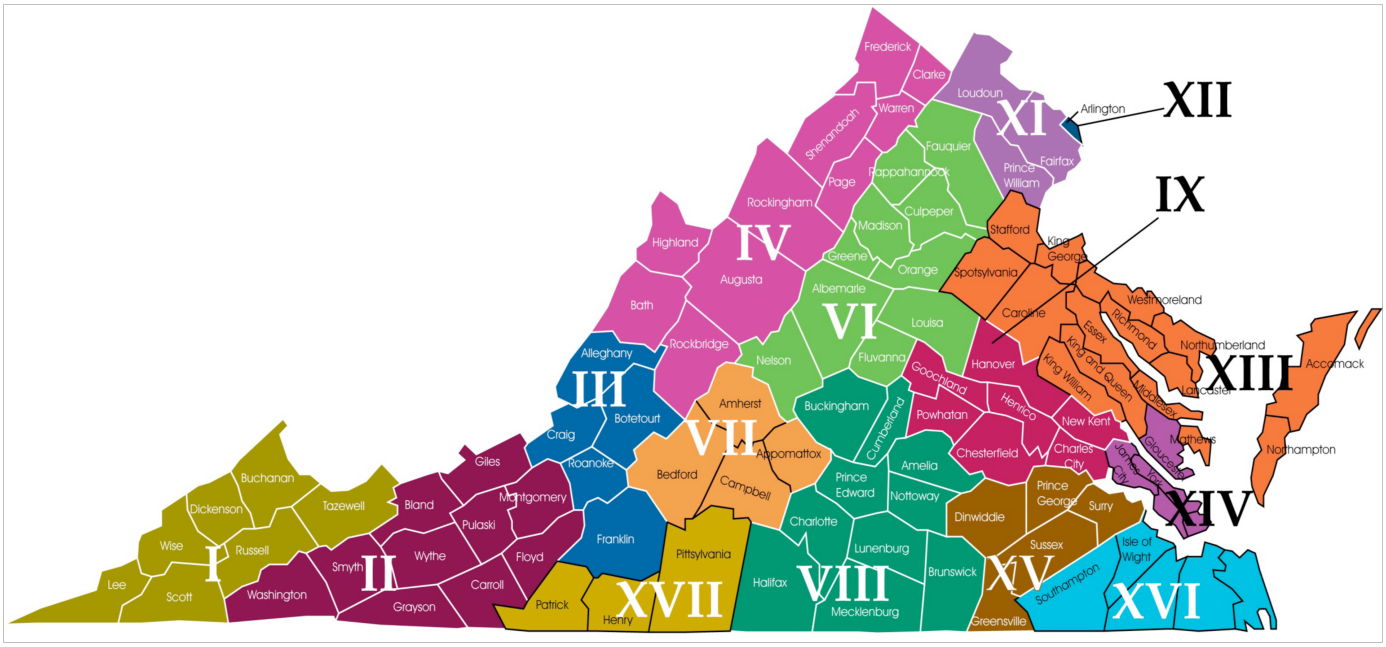
CSBs are licensed by the Department of Behavioral Health and Developmental Services (DBHDS).

Funding

The introduced 2010 Budget Bill (December 2009) included $294,389,510 as grants to localities for "Financial Assistance for Health Services."

In addition, the CSBs receive funds from localities, Medicaid and private insurance payments, and other funds.

Workforce Investment Boards (WIBs)



I. Southwest Virginia
II. New River/Mount Rogers
III. Western Virginia
IV. Shenandoah Valley
VI. Piedmont Workforce Network
VII. Region 2000/Central Virginia
VIII. South Central
IX. Capital Region Workforce Partnership
XI. Northern Virginia
XII. Alexandria/Arlington
XIII. Bay Consortium
XIV. Greater Peninsula
XV. Crater Area
XVI. Hampton Roads
XVII. West Piedmont

NOTE: Region V (Northern Shenandoah) was combined with Region IV. Region X (Richmond) was combined with Region IX.

Characteristics

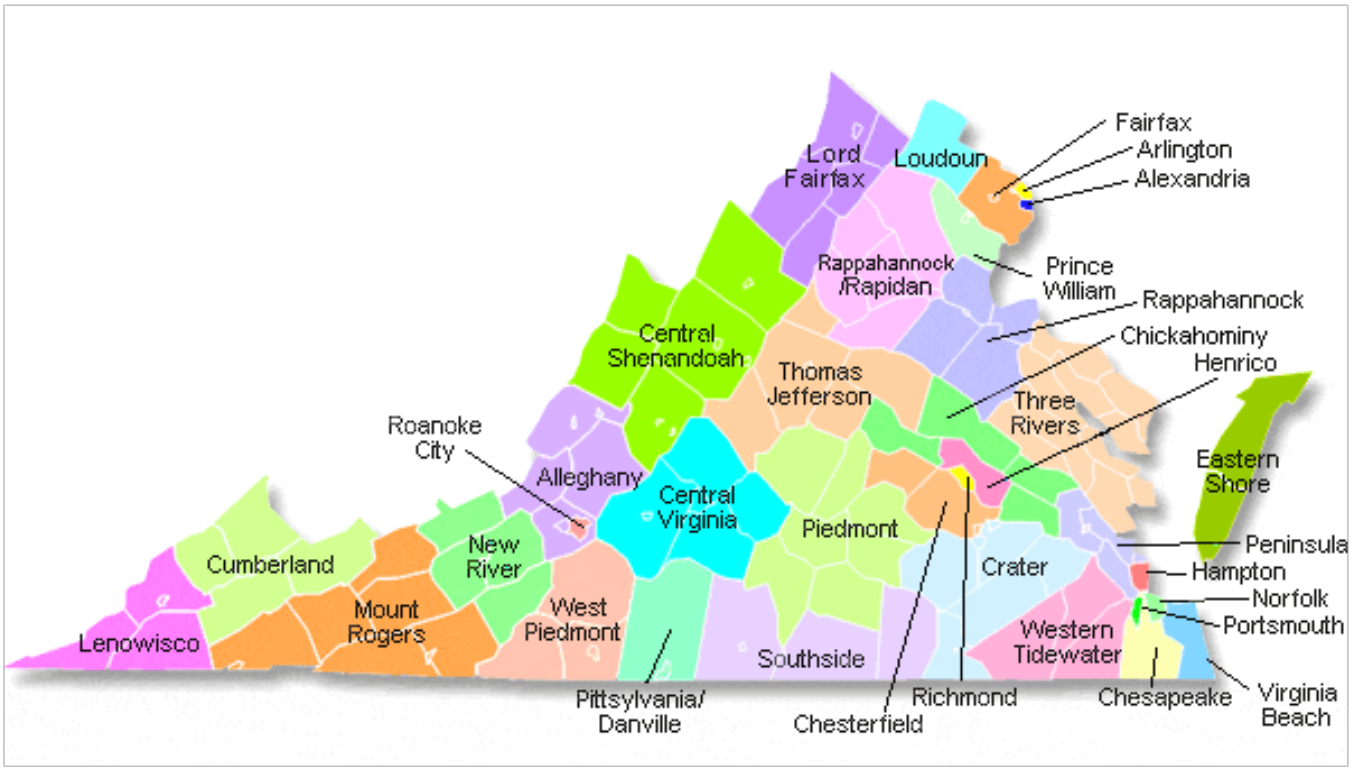
Workforce Investment Areas (WIAs) were created by federal statute in 1998. Each WIA must have a Workforce Investment Board.

State responsibility for the program has shifted from the Virginia Employment Commission to the Virginia Community College System as part of an effort to ensure greater coordination of workforce services.

Funding

The introduced 2010 Budget Bill (December 2009) included $48,850,629 of nongeneral funds (largely federal) for "Management of Workforce Development Program Services," to support the WIBs. In addition, the WIBs receive funds from localities, fees for services, and other grants. More than 15 percent of the total appropriation is earmarked for special programs.

Virginia Department of Health Local Health Districts



Characteristics

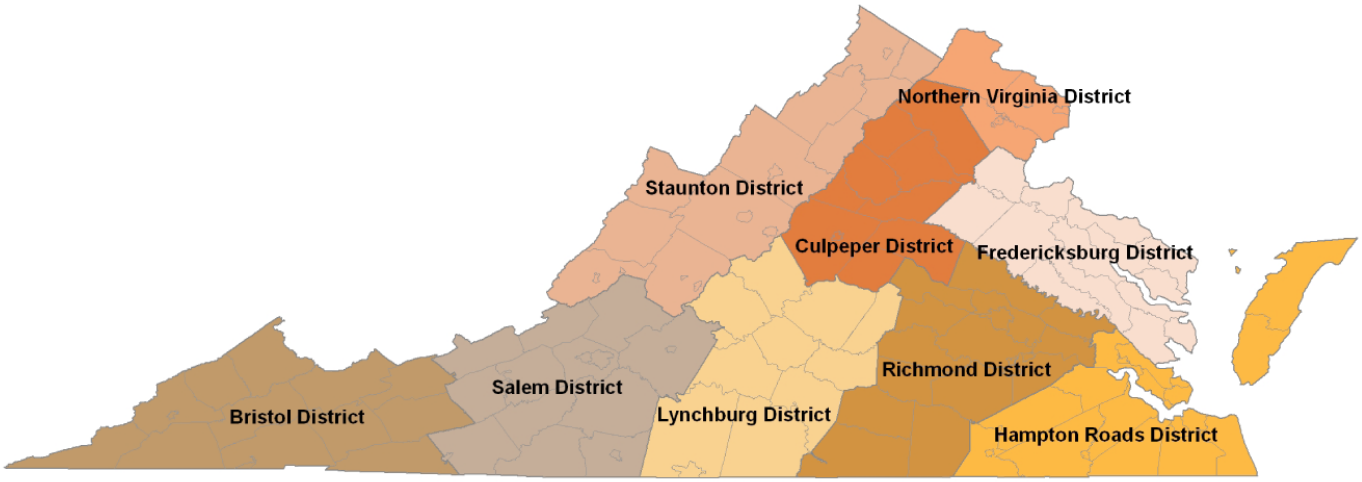
The Virginia Department of Health delivers health services through 119 local health departments organized into 35 health districts. Arlington and Fairfax manage their own health programs under a contractual agreement with the state.

A range of services is provided in collaboration with private providers, including communicable disease prevention, childhood health services, maternal health services, and environmental health. Optional local funding supports other services such as dental care, school health services, immunizations, and home health.

Funding

The introduced 2010 Budget Bill (December 2009) included $236,688,089 for "Community Health Services." In addition, the local health districts and departments receive funds from localities, Medicaid and private insurance payments, and other programs.

Virginia Department of Transportation Districts



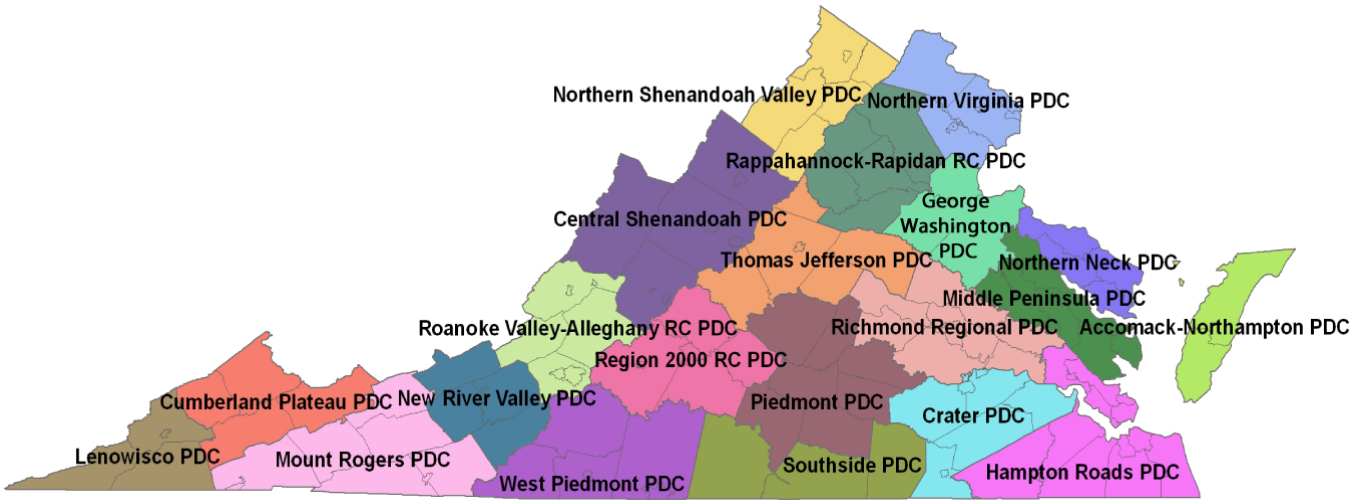
Characteristics

The Virginia Department of Transportation (VDOT) divides the state into nine districts, each of which oversees maintenance and construction on the state-maintained highways, bridges and tunnels in its region. Arlington and Henrico maintain their own roads, as do cities and many towns.

Funding

According to VDOT, the Commonwealth has allocated $983.9 million for construction and $1,345.3 million for maintenance by district. This includes previously undistributed funds and federal reserves.

Planning District Commissions (PDCs)



Characteristics

Virginia's 21 planning district commissions (PDCs) were created in 1968 to support regional planning and collaboration and to provide a range of planning and technical services to local governments. The PDCs are voluntary associations of local governments. (Five localities belong to two PDCs.)

The Regional Cooperation Act of 1995 clearly articulates that PDCs were created to provide a forum for state and local government officials to address issues of a regional nature. The PDC program is administered by the Department of Housing and Community Development.

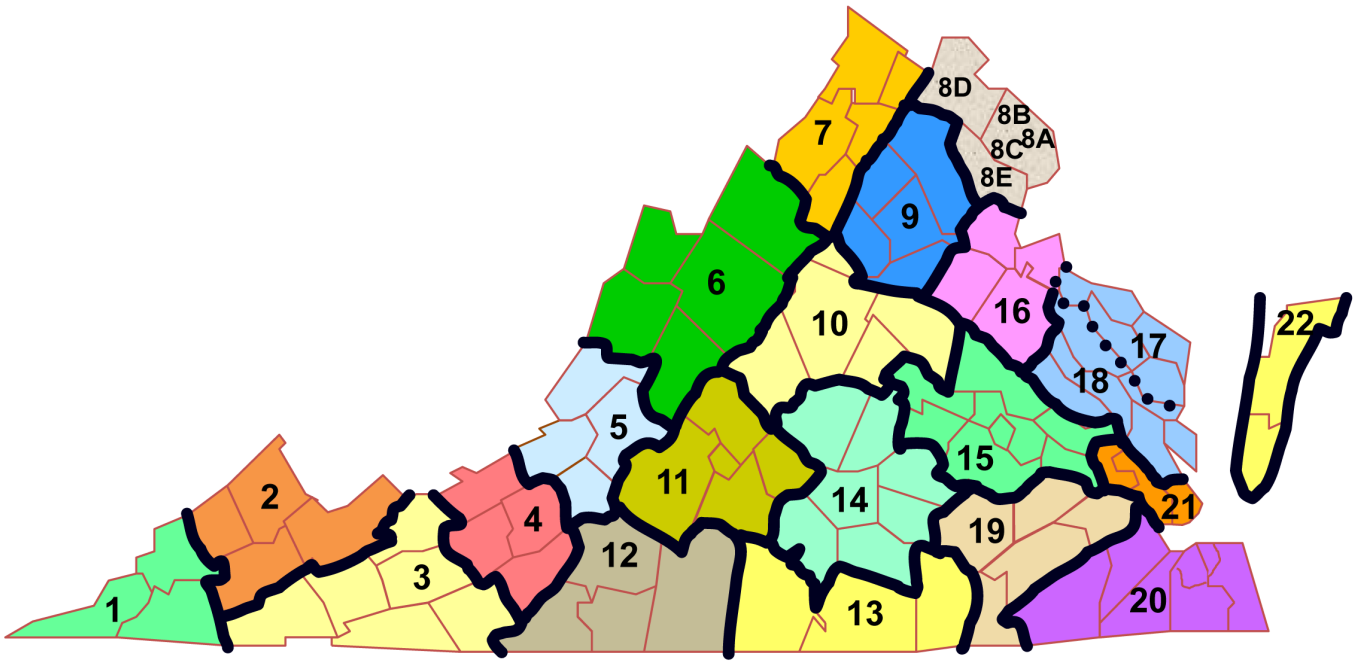
The PDCs often play an important role in regional transportation planning, especially in urban areas, by administering the federally established and funded Metropolitan Planning Organizations.

Funding

The introduced 2010 Budget Bill (December 2009) included about $1.8 million in direct general fund support for the PDCs. However, this represents a small portion of the total PDC budget,* which includes significant funding from the localities and from other agencies for transportation planning activities.

*NOTE: While detailed financial reports were not available for all PDCs, examination of posted reports for two PDCs suggests that the $1.8 million represents less than five percent of total PDC expenditures.

Area Agencies on Aging (AAAs)



1 *Mountain Empire Older Citizens*
2 *Appalachian Agency for Senior Citizens*
3 *District Three Senior Services*
4 *New River Valley Agency on Aging*
5 *LOA Area Agency on Aging*
6 *Valley Program for Aging Services*
7 *Shenandoah Area Agency on Aging*
8A *Alexandria Office of Aging and Adult Services*
8B *Arlington Agency on Aging*
8C *Fairfax Area Agency on Aging*
8D *Loudoun County Area Agency on Aging*
8E *Prince William Area Agency on Aging*
9 *Rappahannock-Rapidan Community Services Board and Area Agency on Aging*
10 *Jefferson Area Board for Aging*
11 *Central Virginia Area Agency on Aging*
12 *Southern Area Agency on Aging*
13 *Lake Country Area Agency on Aging*
14 *Piedmont Senior Resources Area Agency on Aging*
15 *Senior Connections, The Capital Area Agency on Aging*
16 *Rappahannock Area Agency on Aging*
17/18 *Bay Aging*
19 *Crater District Area Agency on Aging*
20 *Senior Services of Southeastern Virginia*
21 *Peninsula Agency on Aging*
22 *Eastern Shore Area Agency on Aging - Community Action Agency*

Characteristics

The Virginia Department for the Aging (VDA) works with 25 regional Area Agencies on Aging (AAAs), as well as various other public and private organizations to help older Virginians and their families find the services and information they need. VDA is a central point of contact for information and services.

Funding

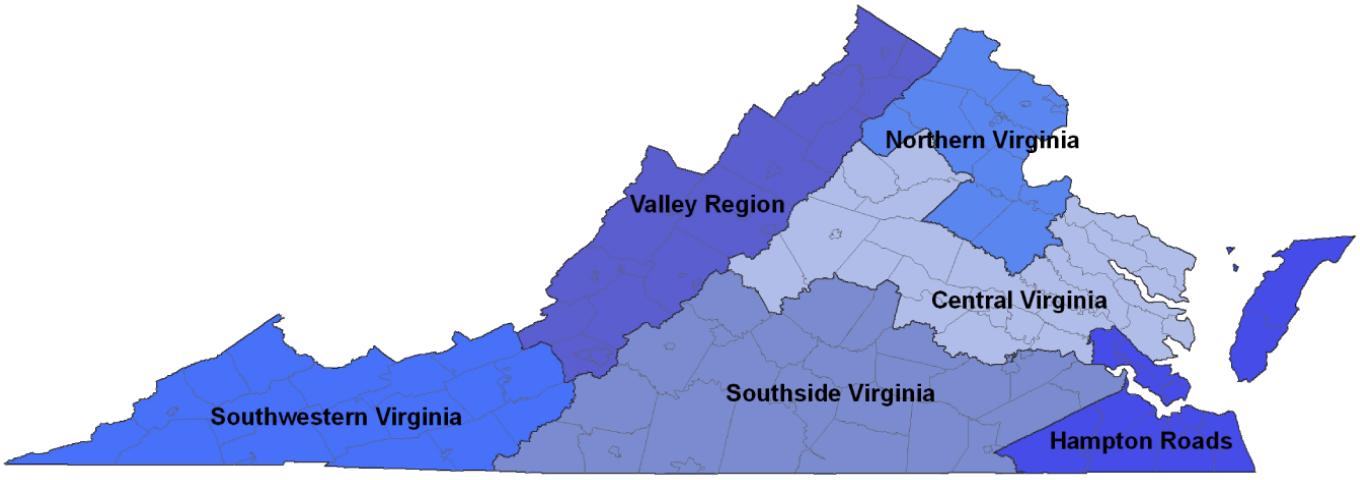
The introduced 2010 Budget Bill (December 2009) included $28,902,375 for "Individual Care Services" and $20,002,635 for "Nutritional Services." A small portion of these funds is set aside for nonprofit organizations other than the AAAs.

Other Regional Systems

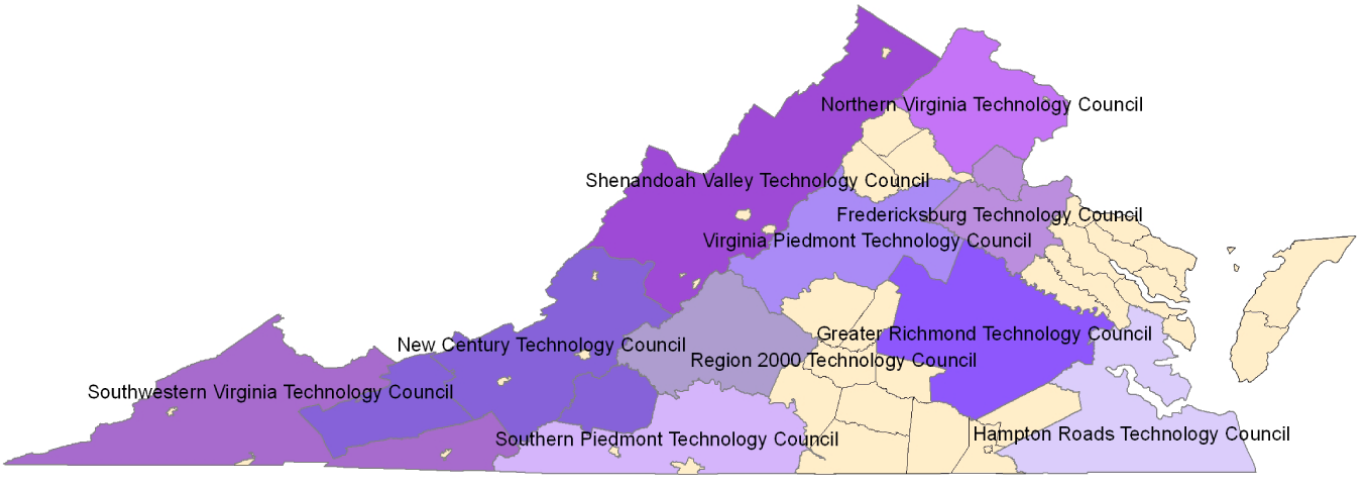
A number of regional systems and/or organizations have been established across the Commonwealth that do not affect funding flows from the state. The Virginia Economic Partnership Marketing Regions and the Virginia Technology Alliance Regional Councils systems pictured below are examples.

In addition, regional public-private economic development organizations span the Commonwealth. Examples include the Greater Richmond Partnership, the Shenandoah Valley Partnership, and the Roanoke Valley Economic Development Partnership.

Virginia Economic Development Partnership Marketing Regions



Virginia Technology Alliance Regional Councils



III. Summary

Concluding Remarks

- Government services have evolved over time, with multiple funding streams, shared and sometimes overlapping responsibilities, fragmented accountability, and, in certain cases, redundant infrastructure.
    - Significant state and federal funds are simply "passed through" to the localities or to a variety of regionally based organizations, which often serve similar constituencies.
    - The services needed to achieve key outcomes often transcend agency or jurisdictional boundaries, and linkages between performance and funding are sometimes limited. Outcomes are often not specifically incorporated into funding formulas.
    - Virginia's state government system lacks a consistent approach to defining or serving its various regions and to working with its local governments.
- These issues have been studied periodically over the years, and there have been a number of commissions and high-level groups that have analyzed regional issues and the division of service responsibilities between the state and its local governments. Three of these are listed below.* In spite of a long history of analysis and study and a strong desire for change, much still needs to be accomplished to promote greater regional collaboration, more efficient and effective shared service delivery systems, and meaningful accountability.
- Emphasis needs to be placed on reducing the number of regional divisionary systems, providing stronger incentives and leadership for regional collaboration, and reengineering service delivery systems.
- Accomplishing fundamental change on this scale will require a process that engages a broad array of stakeholders, service providers, and constituents, as well as state and local leaders.

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* Selected Studies of Regional Issues and State-Local Government Relations:

- Final Report of the Advisory Commission on Intergovernmental Relations on the Condition and Future of Virginia's Cities; Senate Document 14; 2003.
- State/Local Relations and Service Responsibilities: A Framework for Change, Senate Document No. 37, Joint Legislative Audit and Review Commission (JLARC), 1993.
- Report of the Virginia Metropolitan Areas Study Commission (Hahn Commission), Senate Document No. 16, 1967.

IV. Additional Information

Sites of Interest

Virginia Performs: VaPerforms.virginia.gov

Hampton Roads Performs: HamptonRoadsPerforms.org

Council on Virginia's Future: future.virginia.gov

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Governor's Commission on Government Reform and Restructuring

Council on Virginia's Future